

Cigdem E. Delano

Morehouse School of Medicine | 720 Westview Dr. SW, Atlanta, GA 30310 | 404-752-1786 | cdelano@msm.edu

INFORMATION TECHNOLOGY EXECUTIVE

IT executive with a reputation for achieving results. Skilled at aligning technology and business strategies to deliver efficiencies, quality, and value. Proficient at driving cross-functional partnerships between organizations, business partners, and clients that produce win/win results. A practiced change leader, committed to excellence with unquestioned reputation for integrity and ethics. Excels at building high-performing, customer focused teams.

QUALIFICATIONS: Business acumen, international experience, sound judgment, strong interpersonal skills

- Directed an IT development, operations, and strategy organization of 650 with a \$175 million budget
- Adept at developing and managing productive customer relationships and accounts that meet business goals
- Experienced in enterprise solutions, service delivery, and program and organization overhauls
- Skilled at balancing the art and science of managing IT as a business and delivering exceptional results
- Expert at complex project execution and turnarounds, steadfast focus in chaotic and troubled environments

KEY ACHIEVEMENTS

REVENUE/SAVINGS

- **Saved over \$24 million** by selling a compelling business case to lease rather than purchase a data center.
- **Assisted an Equifax Senior VP in negotiating and capturing a \$15 million international** bank card application development and systems integration deal.

PRODUCT AND SERVICE DELIVERY MANAGEMENT

- **Managed a \$140 million IT division** responsible for 143 applications, four mainframes, 450 servers, 65 terabytes of storage, wide area network serving 2,400 sites, and 110,000 phone lines.
- **Directed a \$20 million e-business program with a team of 100+** residing in multiple states to develop and manage a web based application supporting 30,000 international Business Partners.
- **Corrected all out-of-compliance data center management processes** in less than one year and through automation reduced disaster recovery time by 50%.

INFLUENTIAL, TRANSFORMATIONAL, STRATEGIC LEADERSHIP

- **Created and led the adoption of IT governance and enterprise architecture** processes which involved business and IT executives in aligning technology with business needs. Deliverables included strategic planning, data integration, shared services, disaster recovery, and outsourcing.
- **Led the creation of an enterprise portfolio management** process that involves technology and financial senior managers in approving and overseeing over \$500 million in IT investments.

PROJECTS

- **Achieved 35% profit, surpassed revenue objectives by 25%, and attained 94% customer satisfaction** as director of an application development/systems integration project with a team of 37 that implemented a Canadian bank's credit card system by delivering three releases in two years.
- **Led the recovery** of child welfare and student information system projects with combined budgets of **\$60 million**. Each experienced failures in the prior 10 years with costs over \$130 million.
- **Directed the recovery** of a 25,000 sq. ft. data center move project with a budget of **\$24 million**.

RECOGNITIONS

- Finalist in the Georgia CIO Leadership Association's 2010 Georgia CIO of the Year Awards. (Winner to be announced in October 2010)
- Finalist in the Atlanta Telecom Professional of the Year award in 2009.
- Finalist in WIT's (Women in Technology) **'2006 Women of the Year in Technology award.'**
- Recipient of CIO Magazine and CIO Executive Council's **'2006 CIO Ones to Watch award.'**
- Selected by Project Management Institute's PM Network magazine as one of **'25 Influential Women in Project Management,'** October 2006.

Cigdem E. Delano

Morehouse School of Medicine | 720 Westview Dr. SW, Atlanta, GA 30310 | 404-752-1786 | cdelano@msm.edu

PROFESSIONAL EXPERIENCE

MOREHOUSE SCHOOL OF MEDICINE, Atlanta, GA, 2008 – present

Chief Information Officer 2008 - present

Morehouse School of Medicine is a private, historically black, relatively young institution with a distinctive and largely public mission. Responsible for implementing an information technology strategy that addresses the needs of the school's academic, research, clinical, and administrative needs. Critical initiatives completed in less than 12 months include a completely transformed infrastructure comprising of state-of-the-art data center facilities, servers, storage, network equipment, security appliances, and messaging system, which included server migrations, consolidation, and virtualization. Current initiatives include enterprise-wide Electronic Health Record implementation, clinical/ research data warehouse development, evaluation of virtualized desktop implementations, and data services migration.

B.I.T. SYNERGIES, LLC, Atlanta, GA, March 2008 – September 2008

President

A business, information, and technology consulting company. Consulting with a Fortune 500 company on an outsourcing deal valued over \$1 billion. Also consulting with a university on creating a Geographic Information System (GIS) strategy.

GEORGIA TECHNOLOGY AUTHORITY (GTA), Atlanta, GA, 2000 - 2007

Deputy Executive Director /Chief Operating Officer/Chief Technology Officer, 2000 - 2007

GTA was created in July 2000 to oversee state government's use of IT and to introduce business practices, innovation, and an entrepreneurial approach to IT management. As Deputy, helped grow GTA to over 100 staff in 9 months and to over 800 staff with the merger of the state's IT application development and operations groups in July 2001. Through reorganization, streamlined the workforce to 650 with a budget of \$175MM. Directed a 25,000 sq. ft. data center and statewide voice/data/video network operations. Created the technology division and overhauled the IT planning, enterprise architecture, and portfolio/project management programs. Priorities included enterprise solutions and systems integration.

Directed the application development and maintenance organization

- Services included the development and maintenance of 143 applications such as law enforcement, tag and title, driver's license, revenue collections, and the state's HR and financial ERP system.
- Service-Oriented Architecture applications (.NET and J2EE) using an Enterprise Service Bus (WebMethods) infrastructure were developed to simplify integration and reuse of web services. Applications developed included driver's license renewal, Georgia portal, and messaging for criminal justice systems.

Directed the state's data center and telecommunications operations

- Telecommunications services include management of 110,000 phone lines, 2,400 sites on the State's wide area network, wireless network support, personal digital assistant services, and local area network support.
- Outsourced the State's Wide Area Network to a Multi-Protocol Label Switching (MPLS) service provider. Infrastructure supports converged delivery of data, voice, video, and radio.
- Justified the lease of a data center saving over \$24 million and directed the move into the state-of-the-art facility
 - The \$24 million project was staffed with over 100 people. The move was completed in 11 months.
 - Major vendor and project management challenges placed the project at significant risk of failure. Quickly resolved problems by initiating and directing recovery actions, the project concluded on time and within budget.

Created and directed GTA's Enterprise Technology Planning Division with 50+ workforce

- Hired the division's directors, oversaw building of three offices (listed below) and overhauled existing programs and processes as well as establishing new industry practices.

Created from scratch and directed the Enterprise Program Management Office (EPMO – start-up operation)

- Established statewide project/portfolio management, project oversight, and business justification processes.
- Concurrently oversaw an average of 30 projects with budgets of \$1 million or more. Oversight comprised of formal assessments that were reported to executive management. Collective budgets regularly exceeded \$200 million.
- Conceived of and built a process for the Governor's officers to oversee critical multi-year, multi-million dollar projects.

Cigdem E. Delano

Morehouse School of Medicine | 720 Westview Dr. SW, Atlanta, GA 30310 | 404-752-1786 | cdelano@msm.edu

Redesigned and directed the Enterprise IT Planning Office

- Led the development of statewide strategic planning and enterprise architecture processes and standards.

Redesigned and directed the Information Security Office

- Developed and oversaw the implementation of enterprise information security policies, standards, and architecture.

IBM CORPORATION, Atlanta, GA, 1983 - 2000

Certified Executive Project Manager, Global Business Partner Program, 1999 - 2000

Directed a team of 100+ (located across the nation) responsible for designing, developing, and managing a web application with an annual budget of **\$20 million** to support 30,000+ international business partners. Involved Java, C/C++, Lotus Notes Client, and Lotus Domino Server development and testing on AIX and NT servers, operations support, worldwide help desks, and global deployment.

Deputy Project Executive, Equifax Card Services, 1997 - 1999

Led an account team of eight that provided application development / systems integrations services and consultation to Equifax as a business partner in providing bank card services internationally. **Exceeded Equifax executive team's expectations** when a priority client's project was recovered and the account was stabilized.

Certified Sr. Project Manager, Equifax Card Services, Expatriate Assignment, Canada, 1995 – 1997

Directed a **\$15 million international** two year application development project with five project managers and 32 business and technical team members residing at two customer sites: Equifax in Atlanta and Canada's 2nd largest bank in Toronto. On time bank card system delivery was a first for Equifax Card Services. **Achieved 35% profit margin, surpassed revenue objectives by 25% (new business), and achieved 94% customer satisfaction.**

Program Manager/Project Manager, 1991 - 1995

- Managed IBM's Client and Market Data System project which encompassed the design and development of an information warehouse application. Supervised a team of 18 with a project budget over \$1 million.
- Adapted a Customer Partnership process for use in outsourced accounts. IBM's services quality organization for North America adopted the process for nationwide use.
- Led cross-functional teams to define and deploy quality assurance programs and processes: Technical Vitality with a university partnership, Malcolm Baldrige, and IBM's Defect Prevention Process.

OTHER PROFESSIONAL EXPERIENCES AT IBM

Operations Support Manager, 1989 - 1991

Network Planner / Systems Support Programmer, 1983 - 1989

EDUCATION – CERTIFICATIONS

- **Georgia Institute of Technology**, Atlanta, GA, B.S., Information & Computer Science, 1983
- **Certified** Project Management Professional, Project Management Institute, 1995 – present
- **Certified** Project Management Professional, IBM Corporation, 1996, 2000
- **Project Executive Program**, IBM Global Services, outsourcing and systems integration, 1999
- **Harvard**, Leadership for a Networked World; Executives in Government, 2001, 2003, 2005, 2006
- **Georgia Leadership Institute**, Executive Leadership Development Program, 2006

AFFILIATIONS

- **Keynote Speaker:** *The Art of Project Management*, Project Management Institute, Professional Development Day, August 26, 2006
- **Publication:** *Worth the Trouble: Making the Case for IT Governance*, TechLINKS magazine, Q2-07
- **Board Member**, Hands on Atlanta; **Executive Team Member**, GlobalEXECWomen
- **Co-Chair** of Government Technology Conference Advisory Board in 2005
- Professional memberships: Technology Association of Georgia, Atlanta Telecom Professional, Project Management Institute, GlobalEXECWomen